



## THE CITY OF SAN DIEGO

November 12, 2004

Honorable Mayor and Councilmembers:

After a considerable amount of thought, I have decided to tender my resignation as City Manager effective July 1, 2005. The recent passage of the Strong Mayor form of governance will significantly alter the role of the City Manager in this organization. I am desirous of pursuing future opportunities in a Council-Manager form of government consistent with my chosen profession.

I had hoped to meet with the newly elected Mayor shortly after the swearing in ceremony on December 6, 2004 and personally share my decision at that time. However, with the recent legal challenges that have emerged, I felt it more appropriate to announce my decision now, thus avoiding any speculation that it is based on who is ultimately elected Mayor.

I have chosen the end of this fiscal year as my planned date of departure to allow me the opportunity to assist in resolving several important outstanding matters currently facing the City. This timing will also allow the Mayor the opportunity to select my replacement and provide him or her with the benefit of directly participating in the implementation of a governance transition plan.

I have attached a proposed work plan that reflects the most critical issues that need to be addressed. You may rest assured that I remain committed to working with each of you to ensure that each issue is resolved in a manner most favorable to the City. You will note the work plan includes completing the development and implementation of three key organizational strategies that I shared with you shortly after you appointed me to this position in April of this year. They include a Five-year Financial Plan; a comprehensive Communications Strategy and a city-wide Customer Service Strategy. Although each item in the work plan will require very difficult decisions be made, with your continued support and involvement, I remain extremely optimistic of our ability to succeed.

I thank you for an opportunity of a lifetime - to serve the City in which I was born, to work with a Mayor I greatly admire and a City Council committed to the betterment of the community, and to lead an organization of dedicated public servants. I shall remain forever grateful.

Respectfully submitted,



P. Lamont Ewell



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CITY OF SAN DIEGO  
CRITICAL ISSUES

<u><b>TASK</b></u>	<u><b>ISSUE</b></u>	<u><b>COMPLETION</b></u>
Annual Audit Fiscal Year 2003	Complete Fiscal Year 2003 Annual Audit	ASAP
Annual Audit Fiscal Year 2004	Initiate and complete Fiscal Year 2004 Annual Audit	July 2005
Pension Reform Committee Recommendations	Complete the implementation of the recommendations as adopted by City Council	July 2005
Capital Improvements Program	Review and adjust capital improvements project schedules which are contingent on financing	July 2005
Labor Negotiations	Complete labor negotiations with the four labor unions	July 2005
Five-Year Financial Plan	Prepare and present a Five-Year Financial Plan as the basis of the FY 2006 Budget	February 2005
Fiscal Year 2006 Budget	Prepare a Proposed Budget for City Council consideration and adoption	July 2005
Vinson and Elkins Report Recommendations	Implement the Vinson and Elkins Report recommendations and the Ordinance adopted by City Council	July 2005
Communications Strategy	Develop a comprehensive Communications Strategy for the City	July 2005
Customer Service Strategy	Develop and implement a city-wide Customer Service Strategy	July 2005

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City Manager